

## APPENDIX 2

## Liberty Leisure Limited Risk Register

Version one – approved by Board of Directors on 6 July 2023

Key Risk	Risk or Threat to Key Task	Action taken/required to mitigate/minimise the risk or threat
Kimberley Gym and Swim	Kimberley School decide to close the swimming pool facility	Regular operational and review meetings with the school. Ongoing support provided to the school to help maximise their incomes and manage expenditures  Potential to continue operating a 'gym and fitness class' operation at the site with no swimming
Bramcote Leisure Centre, ageing pool plant and building management system	Inability to prevent water leaks, control water and/or air temperatures and air flow for part or all of the building. If failure in part or whole there is a Health and Safety risk and the potential to close the building	Building Condition Report completed by Broxtowe Borough Council.  6 monthly meetings held with the Head of Estates (HoE) (or nominated officer) to review the state of the site. Issues identified are raised with the DCE of BBC via the HoE, Capital reports detailing significant maintenance repairs are prepared annually for BBC to consider for known issues above with a cost above £5k in line with the Management Agreement.  Broxtowe Borough Council is working on plans to replace the existing leisure centre with a new facility.
All sites. Legionella, Asbestos and Electrical Safety	Health and Safety risk for customers, staff and contractors	Management of legionella by LLL or partner site operators with all involved trained to complete and manage processes. Asbestos registers maintained by LLL or partner site operators with all involved trained to manage the process. Annual electrical testing programme in place with repairs completed following testing / inspection.

<b>Key Risk</b>	<b>Risk or Threat to Key Task</b>	<b>Action taken/required to mitigate/minimise the risk or threat</b>
All sites. General operations and Emergency Procedures	Health and Safety risk for customers, staff and contractors	<p>Operating and Emergency procedures are in place with staff trained on these processes through inductions and follow ups when identified. National/professional guidelines in relation to swimming, fitness and occupancy figures are followed with training recorded.</p> <p>Procedures are reviewed over time and/or following a situation that may arise.</p>
Chilwell School	Building of a new school at the existing site	BBC and LLL have met with the schools Head Teacher and have discussed options that may be considered within a new build. Chilwell School will keep BBC/LLL up to date with any new information regarding changes and timescales
Operational incomes fail to reach required targets	Company operate a deficit budget. Company have insufficient funds to meet commitments	Monthly monitoring of income and expenditures to provide a forecast financial operating position for the financial year. Monthly monitoring of cash flow to ensure sufficient funds are in the bank and to forecast ahead changes to the 'cash' in the bank position.
Operational expenditures exceed forecast spends	<p>Company operate a deficit budget. Company have insufficient funds to meet commitments</p> <p>Ongoing cost of living crisis results in existing costs to the company continuing to increase</p>	<p>Work to improve operating efficiencies is ongoing. Additional support through the utilisation of an external report completed on behalf of BBC.</p> <p>Monthly finance meetings with BBC ensure that the council (owner) is aware of future financial forecasts so appropriate financial adjustments can be made.</p>

<b>Key Risk</b>	<b>Risk or Threat to Key Task</b>	<b>Action taken/required to mitigate/minimise the risk or threat</b>
Failure to deliver an identified Business Action	Potential negative impact on the company’s financial position	Business actions are spread over a number of different income areas to minimise the effects of an individual action not being delivered. Additionally, business actions are regularly monitored through the BBC’s performance management system and regular business team meetings are held to review performance, issues that are arising and actions required to ensure success of an action.
Collection of Direct Debit payments	Impact on the company’s cash flow position	Centralised business team with more than one member of the team able to run the Direct Debit process. Communication systems in place to inform customers. Ability to represent a collection run at a later date if required.
Data management	Sensitive data relating to the company or an individual is breached resulting in financial or personal loss	BBC online training to ensure that individuals within the company understand how to manage sensitive data. Training and updates from the company’s bank to ensure that staff with bank access are aware of the risks. Data Processing Agreement are in place between the company and third parties who have access to / process data on behalf of the company. Reporting processes are in place to report a potential/actual data breach to ensure that a breach is appropriately managed and that continual learning is carried out.

<b>Key Risk</b>	<b>Risk or Threat to Key Task</b>	<b>Action taken/required to mitigate/minimise the risk or threat</b>
Failure or ICT systems	Customers are unable to make a booking and/or payment. Attendances cannot be recorded. Gym equipment does not work.	Social media platforms and the website are tools used to communicate potential issues to customers. Temporary manual processes are in place to enable customers to access their activity and pay at a later date in the event of ICT downtime.
Staff recruitment	Inability to recruit staff required to ensure the ongoing operation of the service	<p>Reviewed job descriptions and company structure to ensure more progression opportunities for staff. Continuing to review job roles.</p> <p>Market rate supplement is available to be applied to make difficult to fill job roles more desirable.</p> <p>Cross site working is being utilised to provide greater flexibility to cover working hours that need to be covered.</p> <p>The use of ‘relief’ staff to cover vacant hours</p>
Unforeseen closure	Initial and potential ongoing loss of income. Disruption to customers.	<p>Ongoing building management to minimise the chances of closure. In the event of site closure communications through existing Social Media, Website and direct emails to effected customers along with liaison with council’s communications team to get messages out to effected customers.</p> <p>In some cases alternative activity at another venue can be made available to customers.</p> <p>LLL’s insurance will minimise lost income through the Business Interruption element of its insurance</p>

<b>Key Risk</b>	<b>Risk or Threat to Key Task</b>	<b>Action taken/required to mitigate/minimise the risk or threat</b>
Reputational Risk	Reduction in numbers of customers affecting income. Bringing the company and/or the council into disrepute	Marketing guidelines in place to support communications; communications limited to supported marketing working group with feedback to management team for potential contentious issues. Company values used to guide decision making to ensure reasonable and justifiable decisions are made. Contentious issues discussed with the council to ensure an agreed approach is taken